

**Guidelines
for Developing the 2005-07 Local Strategic Plan
for the Workforce Development System**

Overall Goals for July 2005-June 2007 Local Area Strategic Plan

- A. To articulate a vision for the local area's workforce development system.
- B. To develop goals, objectives, and strategies to increase skill levels, employment, earnings, productivity, customer satisfaction and return on workforce development investments, and to reduce poverty in the area.
- C. To reach agreement on a blueprint to utilize the area's strategic workforce assets to meet the requirements of the changing economy.
- D. To create a planning process, facilitated by the Workforce Development Council (WDC), that assures meaningful opportunities for business, labor, Chief Local Elected Officials (CLEOs), program operators, WorkSource partner agencies, and others to communicate their needs, offer their perspectives and expertise, and participate in the process. The review and comment process for developing the local strategic plan is dynamic, with opportunities for interested parties to comment as the plan is built.
- E. To create/update a plan that is consistent with *High Skills, High Wages 2004: Washington's Strategic Plan for Workforce Development* and is focused on the unique needs and resources of the local area. While developing the 2005-07 plan, WDCs should give special attention to the six *Strategic Opportunities for the Next Two Years* (see "High Skills, High Wages 2004" pages 73-75).
- F. To broadly share goals, objectives, and strategies that:
 - Represent the priorities of the WDC and its partners.
 - Reflect stakeholder inputs.
 - Offer guidance and propose approaches that will clearly benefit the customers of the workforce development system (employers, jobseekers, workers, and students).
 - Are supported by current and specific economic and demographic data and needs assessment.
 - Take into account existing workforce development programs and services.
 - Are informed by program performance.

How is “Local Workforce Development System” Described?

The “Workforce Development System” means programs that use private and/or public (local, state, and federal) funds to prepare workers for employment, upgrade worker skills, retrain workers, or provide employment or retention services for workers or employers.

The “Workforce Development System” includes, but is not limited to:

- Secondary vocational education, including activities funded under the federal Carl D. Perkins Vocational-Technical Education Act of 1998.
- Community and technical college vocational education programs, including activities funded under the federal Carl D. Perkins Vocational-Technical Education Act of 1998.
- Private career schools and private college vocational programs.
- Employer-sponsored training.
- Youth, adult, and dislocated worker programs funded by Title I-B of the Workforce Investment Act (WIA) of 1998.
- Work-related adult basic education and literacy programs, including programs funded under the federal Adult Education and Family Literacy Act (WIA Title II).
- Activities funded under the federal Wagner-Peyser Act (WIA Title III).
- Apprenticeships.
- The One-Stop System [as described in WIA Sec.121(b)].
- The state Job Skills Program.
- Training Benefits Program.
- Work-related components of the vocational rehabilitation program (WIA Title IV).
- Services provided by the Department of Services for the Blind.
- Programs offered by private and public nonprofit organizations that provide job training or work-related adult literacy services.
- May include other local, state, and federally funded workforce development programs.
- May include other privately funded workforce development programs and initiatives.

2005-07 Local Area Strategic Plan – Content Sections

Tomorrow’s Economy

The plan includes a section that assesses the local area economy, its future course, and the market-driven skills it will demand. Occupations with a shortage of skilled workers and industries that are key to the area’s economic vitality are identified. The assessment data in this section supports and forms the basis of the goals, objectives, and strategies identified for the local area’s workforce development system. This section also includes an analysis of local area economic development strategies and describes how workforce development strategies are linked to economic development strategies.

Changing Workforce in the Workforce Development Area

The plan includes an assessment of the current and future workforce in the local area. The information in this section answers questions such as:

- What are the demographic characteristics of the current workforce?
- What are the educational and literacy levels?
- How are the area's demographics changing?
- What are the in-migration and out-migration issues?
- What is the demographic picture for the youth, adults in transition (job seekers, dislocated workers), and incumbent workers?
- What are the special needs of individuals with barriers to employment?
- What are the planning implications for the demographic profile expected of the area's workforce of tomorrow?

The assessment provides convincing background information that supports, and is the basis for, the goals, objectives, and strategies in the 2005-07 plan.

Workforce Development System Today

The plan includes a section describing the workforce development system in the local area. The information in this section answers questions such as:

- How does each program's role fit into the area's workforce development system?
- How does the local area's workforce development system serve youth, adults in transition, incumbent workers, apprentices?
- What are the public and private workforce initiatives underway?

The information offers community leaders a current picture of the programs in the area's workforce development system. The information offers background and reasoning for 2005-07 workforce development strategies outlined in the plan.

Performance Accountability

The plan includes a section that updates information on performance accountability for the local area's workforce development system including the adjusted levels of performance for WIA Title I-B programs for the most recent program years. The Workforce Training and Education Coordinating Board (Workforce Board) will supply the WDCs with available system performance information.

Overall goals for the performance accountability section of the plan:

1. To use performance information on workforce development programs to inform local strategic planning.
2. To use performance information to oversee WorkSource and WIA Title I-B. The WDC will ensure that necessary data are collected and maintained for performance accountability for WorkSource and WIA Title I-B following state and Department of Labor protocols.
3. To ensure that program performance on WorkSource and WIA Title I-B is used by program operators to inform continuous quality improvement in day-to-day management.

4. To update information on performance-based intervention. The WDC will be held accountable for the results of WIA Title I-B through a system of performance-based interventions, and will share in accountability for vocational education and adult education results through a system of incentives (Sec. 503 performance incentives).

Agenda for Action

The 2005-07 strategic plan presents the local area's vision, goals, objectives, and strategies for the workforce development system. The plan identifies strategies that address regional specific workforce development needs.

The plan is aligned with *High Skills, High Wages 2004: Washington's Strategic Plan for Workforce Development*. It emerges from collaboration with workforce development stakeholders across the region and responds to six strategic opportunities listed on pages 73-75 of "High Skills, High Wages 2004."

There are 15 strategies in "High Skills, High Wages 2004" where WDCs have a lead implementation role. The local strategic plan should specifically address these 15 strategies.

Plan Update Format

WDCs may choose their own publication styles, content organization, and formats in developing their area's 2005-07 strategic plan.

Timeline

January 6, 2005	Draft guidelines reviewed by WDC Directors at its Workforce Washington Association meeting.
January 27, 2005	Workforce Board adopts local area strategic plan guidelines.
February 2005	Guidelines sent to the WDCs. The cover letter will formally notify the WDCs that the duration of their area's current strategic plan is extended to September 21, 2005.
June 30, 2005	Target date to submit draft plans to the Workforce Board for Workforce Board staff review and comment.
August 19, 2005	By this date the WDCs, in coordination with CLEOs, adopt their area plan and final plan is submitted to the Workforce Board.
September 21, 2005	Workforce Board meets. The Workforce Board adopts a resolution recommending Governor approval of local area strategic plans.
October 2005	Governor takes action on local strategic plans.

Public Input for the 2005-07 Strategic Plan

The public review and comment period on the draft plan should extend for a minimum of 45 calendar days. The public review design and process is a local choice. A list of the WDC's strategic planning team(s) and a description of the public review and comment process should be included in the plan or in the plan's appendix.

Plan Approval

The Workforce Board plan approval process will be open and inclusive. Workforce Board staff will keep the Board informed of the WDCs' plan development progress. Workforce Board staff will review local area draft plans as they are available and will offer comment on any missed opportunities for state and local plan alignment or connection with other state initiatives that could advance the local area's goals.. If Workforce Board staff and the staff of a WDC disagree regarding state and local plan alignment and are unable to reach agreement, the review of the local plan will be elevated to the Board level.